

PERFORMANCE STANDARDS

Supervisory Research Wildlife Biologist (Project Leader), GS-486-14
WS-NWRC
Bird Research Program
Gainesville, FL Field Station
v.4 1/5/2005

1. BIRD RESEARCH PROGRAM PLANNING AND DEVELOPMENT
 2. BIRD RESEARCH PROGRAM RESULTS
 3. INTERNAL RESOURCE MANAGEMENT
 4. OTHER PROJECTS AND ASSIGNMENTS
 5. WORKING RELATIONSHIPS, TEAMWORK, AND COMMUNICATIONS
 6. EQUAL EMPLOYMENT OPPORTUNITY/CIVIL RIGHTS (10%)
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1. BIRD RESEARCH PROJECT PLANNING AND DEVELOPMENT

The Project Leader is responsible for research planning, goal setting, development, monitoring and evaluation for the Vulture Research Project and research involving other species.

Alignment: This element supports WS' strategic goals of

- Developing effective flexible wildlife damage control methods that are biologically, environmentally, and socially sound;
- Providing high-quality wildlife damage management services; and
- Collecting, analyzing, and communicating information to enhance program effectiveness, and building an understanding of the Federal role in wildlife damage management.

and the Vulture Research Project's goal of developing new or improved vulture management methods to reduce property damage and livestock predation, and disperse nuisance roosts.

Results and measures for Fully Successful. Evaluation is based the supervisor's observations and review of work products, and feedback from WS operations and stakeholders and customers. In the judgment of the supervisor, in almost all cases:

- A multi-year project document is completed for assigned projects within requested time frames. The project plan
 - incorporates appropriate input from WS operations and other customers and stakeholders
 - includes realistic forecasting on what is needed to carry out goals and objectives

- is of rigorous scientific quality
 - has been approved by the supervisor as meeting program goals
 - includes a realistic multi-year budget that meets WS and NWRC standards
 - is reviewed at least annually and revised as needed
 - Annual status, mid-Project, and Final Project reports are completed by established deadlines and according to established guidelines
- Design of research studies: Study protocols
 - are completed by established deadlines
 - incorporate appropriate input from WS operations and other stakeholders
 - meet quality assurance and animal welfare guidelines
 - are technically correct
 - contain realistic milestones and proposed budgets
 - are approved as meeting NWRC standards and project objectives, with no more than minor changes
- Contributions to Bird Research Program-level planning and setting research priorities and goals reflect good understanding of NWRC objectives and priorities.
- When possible, opportunities are successfully pursued to enter into cooperative agreements or otherwise obtain outside funding to support research..

2. BIRD RESEARCH PROGRAM RESULTS

The Project Leader is responsible for the overall results of the Vulture Research Project and assigned research studies for other species.

Alignment: This element supports WS' strategic goals of

- Developing effective flexible wildlife damage control methods that are biologically, environmentally, and socially sound;
- Providing high-quality wildlife damage management services; and
- Collecting, analyzing, and communicating information to enhance program effectiveness, and building an understanding of the Federal role in wildlife damage management.

and the Vulture Research Project's goal of developing new or improved vulture management methods to reduce property damage and livestock predation, and disperse nuisance roosts.

Evaluation is based on the Project Manager's observations and review of work products and results and feedback from stakeholders and customers. The Project Manager typically finds that

- Studies are completed in accordance with the specifications in the study protocol
- Project milestones are consistently met
- studies are completed within budget
- safety rules are followed
- adaptations to changing priorities are made.
- the status of all studies is kept up-to-date with the QA unit.
- frequent contact is maintained with WS operations personnel and other groups (including international organizations), as appropriate, in planning, implementing and coordinating research activities.
- Studies result in at least two manuscripts being submitted to peer-reviewed outlets.
- reports and manuscripts are approved according to quality assurance and animal welfare guidelines and are technically correct
- Written reports and oral presentations
 - are clear and understandable
 - demonstrate an expertise in the field and innovative approaches to advancing the field of research
 - are completed within the milestones in the research project document

3. INTERNAL RESOURCE MANAGEMENT

The Project Leader is responsible for overall management of the Research Station's resources.

Alignment: This element supports WS's Strategic Objective of promoting an organizational culture that values and invests in our people to support their professionalism, competency, and innovation as Federal leaders of wildlife management, and WS' management objective of providing cost-effective business management consistent with APHIS, USDA, and government-wide standards and requirement.

Results and Measures for Fully Successful. Evaluation is based on the supervisor's observations and review of work products and accomplishment reports, self-certification subject to verification; feedback from employees and MRPBS, and any audits or reviews. In the judgment of the Supervisor, with few exceptions:

HUMAN RESOURCES MANAGEMENT

- Performance Management. With few exceptions
 - performance plans for employee are in place within 30 days after the beginning of the rating cycle
 - performance plans are clearly aligned with WS and NWRC goals; focus on the work results that the employee is accountable for; and have appropriate and credible measures for quality of work, productivity, timeliness, and/or cost-effectiveness
 - mid-years reviews are completed and documented within 30 days after the mid-point of the rating cycle, or within other time frames specified by the supervisor
 - end-of-year ratings and review meetings are completed within 30 days after the end of the rating cycle
 - excellent performance is identified and appropriately recognized
- Poor performance is identified and appropriately addressed
- Conduct problems are identified and appropriately addressed
- Employee safety and health issues are monitored and addressed consistent with APHIS and IES policies and priorities.

TRAINING, DEVELOPMENT, AND SAFETY

- Employee's training needs are assessed and appropriately addressed
- IDP's for the year are in place within required time frames

- Professional staff are encouraged to hold memberships in professional societies and to attend at least one conference per year
- Opportunities are provided for
 - Field station employees to gain experience with other NWRC field stations and/or research projects
 - NWRC personnel in other units to gain experience at the Gainesville Research Station
- Staff have been instructed in relevant safety procedures, including the use of personal protective equipment, as needed
- Employees have completed mandatory training courses

PROPERTY AND PROCUREMENT

- Property inventories and reports are completed in accordance with requirements, within requested time frames
- Facilities, vehicles, and other property are maintained in accordance with NWRC requirements
- Procurements are authorized, completed and documented in accordance with NWRC, WS and APHIS requirements

BUDGET

- Required budget, financial, and status of funds submissions are completed in accordance with instructions, within requested time frames
- Station operations are conducted with allocations provided, or any exceptions are approved by the supervisor

4. OTHER PROJECTS AND ASSIGNMENTS

The Project Leader is responsible for responding (within budgetary and personnel limitations) to requests for information and/or research services from WS Operations and completing other assigned tasks and projects, including emergency response assignments. Assignments may include providing short-term ad hoc research and advisory/consultant services to WS operations and other stakeholders outside multi-year project plans, and general problem-solving or analytical assignments,

Alignment: This element supports WS' strategic goals of

- Developing effective flexible wildlife damage control methods that are biologically, environmentally, and socially sound;
- Providing high-quality wildlife damage management services; and
- Collecting, analyzing, and communicating information to enhance program effectiveness, and building an understanding of the Federal role in wildlife damage management.

Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations and review of work products, and feed back from WS operations and other stakeholders. In the judgement of the supervisor, in almost all cases:

- Project plans (if required)
 - contain a complete and accurate statement of the background information, issues, objectives, and anticipated end products
 - include major steps and tasks with realistic milestones and budget
 - reflect good understanding of the customer's need, based on continuous communication
 - plans for formal research studies meet NWRC requirements
- Research and analysis are sound and thorough
- Recommendations are technically sound and operationally practicable
- Information is accurate and reflects WS and NWRC goals and priorities
- Written materials and oral briefings are well-organized and presented, capturing, as appropriate, major facts, issues, and conclusions or recommendations
- End products meet project objectives and are well-received by customers
- Time frames are met, or adjustments are made with approval of the supervisor

5. WORKING RELATIONSHIPS, TEAMWORK, AND COMMUNICATIONS

The Project Leader is responsible for maintaining open and effective relationships with other NWRC managers and staffs, WS operations, cooperator agencies, and other stakeholders and customers.

Alignment: This element supports WS' strategic goal of

- Collecting, analyzing, and communicating information to enhance program effectiveness, and building an understanding of the Federal role in wildlife damage management; and
- Promoting an organizational culture that values and invests in our people to support their professionalism, competency, and innovation as Federal leaders of wildlife management

Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations and review of work products and activity reports, and feedback from other WS staff, stakeholders, and other customers. The supervisor typically finds:

Keeping people informed

- The Program Manager is kept aware of Project needs, research direction, and overall project status, and any sensitive or controversial emerging issues
- Weekly activity reports describing Project accomplishments and activities are submitted on time
- Presentations and training for customers, cooperators and stakeholders are responsive to their requests and needs, and accurately reflect IES policies and priorities.
- Employees are kept informed and up to date on important issues and developments.
- Information on the NWRC web site on assigned projects is review quarterly for currency, completeness and accuracy, and updates are provided as needed
- Responds promptly to requests for technical information from WS operations and other customers.
- Routinely informs WS personnel and stakeholders of research activities, including objectives and status

Development, Outreach, Professional networking

- The Project Leader completes
 - at least one management/leadership training course
 - all other mandatory training courses
- Routinely represents the NWRC Bird Research Program, NWRC and WS with other Federal agencies, state and local governments, non-government organizations, and private individuals.
- Makes positive efforts to provide/share information with WS State and Regional

offices, professional organizations, cooperators, Center scientists, stakeholders and use groups.

- Holds memberships and attends one meeting of a national professional society
- Establishes and maintains membership in professional societies. Participates in University activities.
- Assures high level of scientific and personal participation in appropriate local, state, national, and/or international meetings to present Center research and obtain information on research needs and opportunities.
- Attends at least 1 conference related to vertebrate pest control and makes a presentation on some aspect of research project.
- Involves other groups and organizations, as appropriate, in discussions of Center research activities.
- Fosters and supports inter-project, -program, and -disciplinary participation in conduct of research.
- Takes initiative to develop partnerships and cooperative research programs with WS, state, and federal agencies and private sector interests to develop alternative methods and expand on current tools.

TEAMWORK

- Consistently initiates and maintains positive, constructive communication with other scientists in the Bird Research Project, customers and other NWRC employees which contributes to the effectiveness of the Project and NWRC. Participates in team work and customer service activities staff and other, including:
 - sharing information and ideas, opinions, and concerns of others;
 - encouraging others to develop new skills;
 - providing and receiving constructive ideas and constructive feed back;
 - adapting to changes in direction and priorities;
 - demonstrating fairness, respect, and cooperation among team members and customers and
 - respecting their contributions.

6. EQUAL EMPLOYMENT OPPORTUNITY/CIVIL RIGHTS

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Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations and reviews of work results and feedback from employees, applicant's customers, and any civil rights reviews. The supervisor typically finds that

- Duties are performed duties consistent with civil rights and equal opportunity laws and regulations prohibiting discrimination.

- Equal employment opportunity is provided for all employees and applicants for employment
- prevention and resolution of complaints are actively sought;
- employee cooperation in the EEO complaint process is provided,
- recruitment and outreach efforts are supported.
- Appropriate disability and religious based accommodations are provided.
- Problems and disagreements in the workplace are positively addressed through communications with employees
- APHIS programs and activities are implemented in a nondiscriminatory manner to reach all eligible beneficiaries.